



Values, Ethics and Military Leadership



**P.S. There's More to Doing
the Right Thing than Doing
the Right Thing!**



Purpose

- **To study the Army Ethical Decision Making Process.**
- **To relate ethical categories to leadership challenges.**
- **To introduce the Land Navigation Model of Ethical Process.**
- **To provide you some tools to build the ethical climate of your unit.**



End State

Each Student will be able to

- **Define Ethics.**
- **List the 4 steps in the Army Ethical Decision Making Process.**
- **Describe 4 Ethical Systems**
- **Relate the Land Navigation Model of Ethical Decision Making to the four ethical systems.**
- **Use the Land Navigation Model and the Decision Making Process to define and resolve an ethical problem.**
- **Describe how effective ethical decisions increase their unit effectiveness.**



Outline

- **Introduction and Definitions**
- **The Army Ethical Decision Making Process**
- **The 4 Ethical Processes**
 - **Character Ethics (Grip It and Rip It!)**
 - **Deontology**
 - **Teleology**
 - **Situational/Contextual**
- **The Land Navigation Model of Ethical Process**
- **Practical Exercise**
- **Summary**
- **Questions**



References

Article 90, UCMJ, 1984

FM 22-100, 30 Aug 1999, Army
Leadership, CH 2 &4, App. D

DOD 5500.7-R, 30 Aug 93 Joint
Ethics Regulation



Consider This...

**“ Proud of all we have done
...”**

I am proud of the Corps of Noncommissioned Officers and will at all times conduct myself so as to bring credit upon the Corps, the Military Service and my country regardless of the situation in which I find myself.

The NCO Creed



Definitions

Ethics is the process used to analyze a problem and make a decision.

Morality is a value judgment upon the decision and the process used to reach it.



Bottom Line

The Army is a value based organization.

As leaders, we must set a standard for our soldiers to follow. We must be values based, hold ourselves accountable, and reward those who do the right thing.

Do the right thing!



NCO Dilemma

**Battalion
Guidance
Trainin
g**
**ARTEPS/NTC/
JRTC**
**Deployme
nt**
**Family
Support**
EO

**Personal
Obligations**



**Daily
Operations
Company
Business
Soldier
Emergencies
UCMJ**

Counseling

**Sexual
Harassment**

What is the Right Thing?



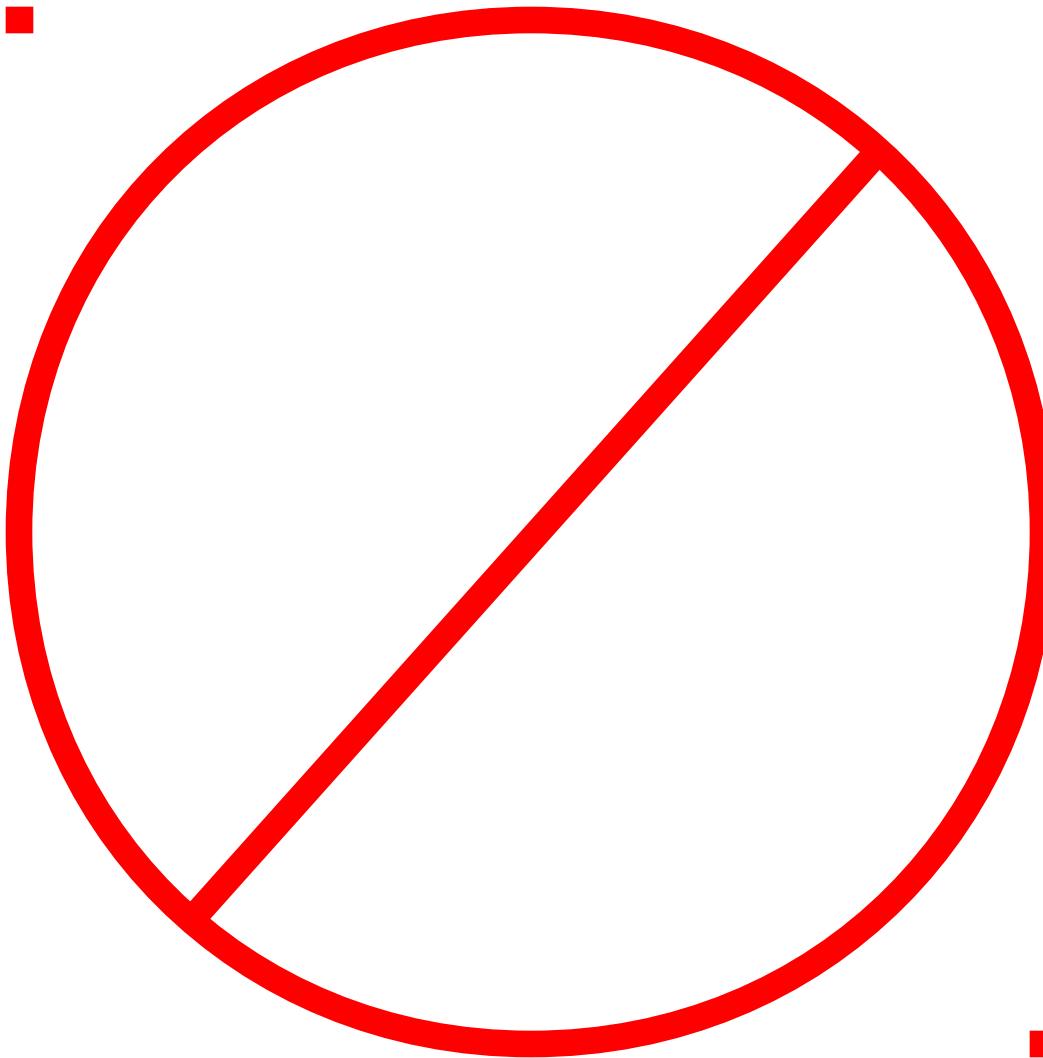
Army Ethical Decision Process

(AEDP) FM22-100

- Define the Problem
- Know the Rules
- Develop and evaluate courses of action
- Choose the best course of action
- Act



THE AEDP





WARNING!

**The AEDP is a
Decision Matrix.**

**It is NOT an ethical
system!**



Values

Families

Personal Experience

Education

How we think



Culture

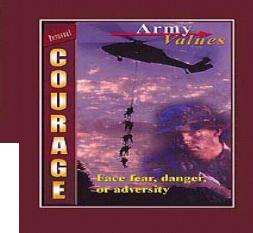
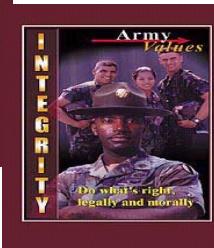
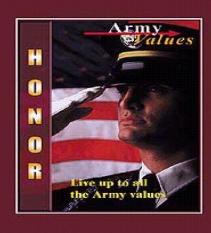
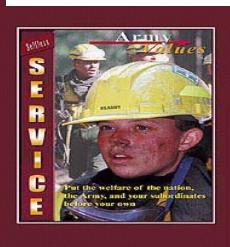
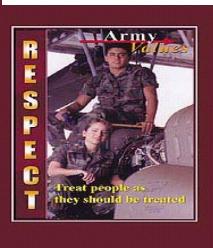
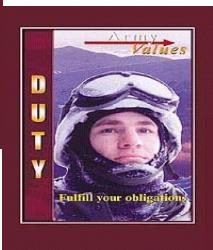
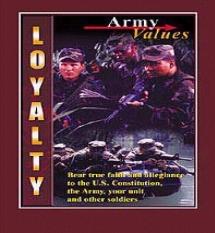
Jobs

Religion

Gender



Army values





Ethics is putting
your values
into action.



Four Ethical Systems

- **Character**
- **Deontology**
- **Teleology**
- **Situational/Contextual**

Character
r

Deontology
y

Situation

Teleology

Character

Deontology

Situation

Teleology



Grip it and Rip It!

(Character Ethics)



(The immortal words of Ray McAvoy describing the metaphysics of the Golf Swing)



Character Ethics

- Deeply ingrained boundaries/ patterns of behavior that you just don't cross.
- They are almost reflex, and they are not quickly changed.
- A Change or Challenge may have adverse affects on the individual.



***“Character is the
bedrock on which the
whole edifice of
leadership rests.”***

***General Matthew B.
Ridgway***



Casualties of War





Grip It and Rip It in Real Time

“Everyone is wandering around here saying what the _____. I might not be here tomorrow, so what I do doesn’t matter. But I began to think, that I really might not be here tomorrow, so what I do today ultimately matters.”

- PVT Marshall Storeby
1 Cavalry Division
Vietnam



Vitina, Kosovo - JAN 2000



Character

Deontology

Situation

Teleology



Deontology

- Dei = Greek, It is necessary
- Decisions and analysis based upon Unchanging Rules or Standards
- Rules/Standards drive all actions
- Appeal to an “Authority”



Military Deontology

**Command
Guidance Regulations**

SOP's

Orders

UCMJ

TM's and FM's

**Law of Land
Warfare**



Just War

Jus Ad Bellum

- Just Cause
- Legitimate Authority
- Just Intention
- Proportionality of Ends
- Last Resort
- Reasonable Hope for Success
- The Aim of Peace

Jus in Bello

- **Proportionality** – the damage caused cannot be greater than the good intended.
- **Discrimination** – the intention to target only combatants and the effort to protect the lives of non-combatants.



Historical Deontology

Command Responsibility

Nuremberg



Medina and Calley



Yamashita





Mogadishu MP: Rules vs. Character



Characte
r

Deontolog
y

Situation

Teleology



Teleology

- Telos = End or Final Result
- The end result commands the current course of action.
- The ends justify the means
- If you don't know where you're going, you're sure to get there.



Telos = Mission First





International Teleology





Different but Teleology



October 2001

Taliban supreme leader, Mullah Mohammed Omar:
"The situation where we are now, there are two things: either death or victory. To those who are fighting and bombarding us, they should understand the Afghan man is a fighter willing to die for jihad."



June 1944

General George S. Patton:
"I want you to remember that no bastard ever won a war by dying for his country. He won it by making the other poor dumb bastard die for his country..."





Motorpool Teleology



“I want those stolen doors put on my vehicle by COB, or I’ll start shooting!”



Force vs. Civilian Protection



Characte

r

Deontolog

y

Situatio
n

Teleology



Situational Ethics

- Also called situational ethics.
- The situation matters.
- What is the correct thing to do

Right NOW?

- Command Initiative.

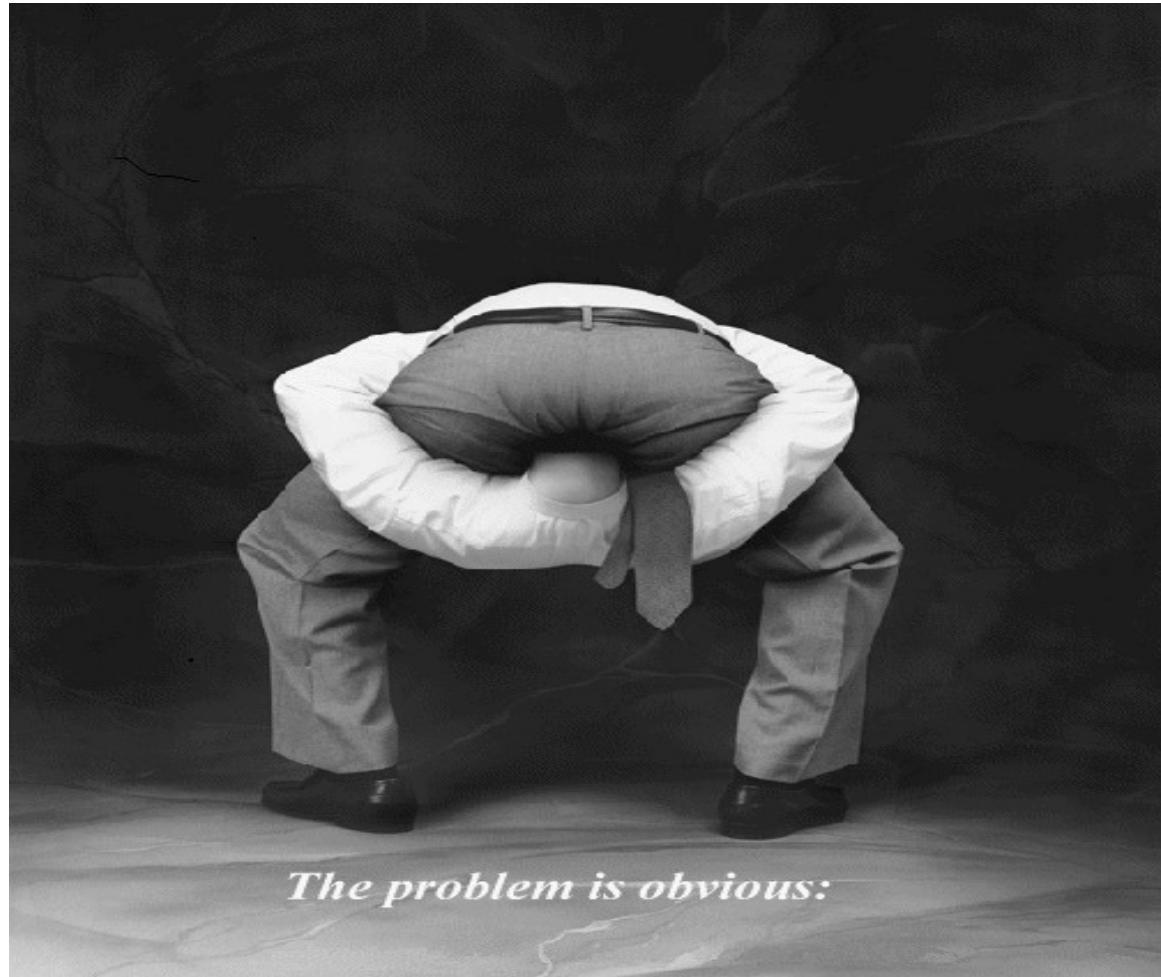


Situational Ethics





Failure of Situational Awareness



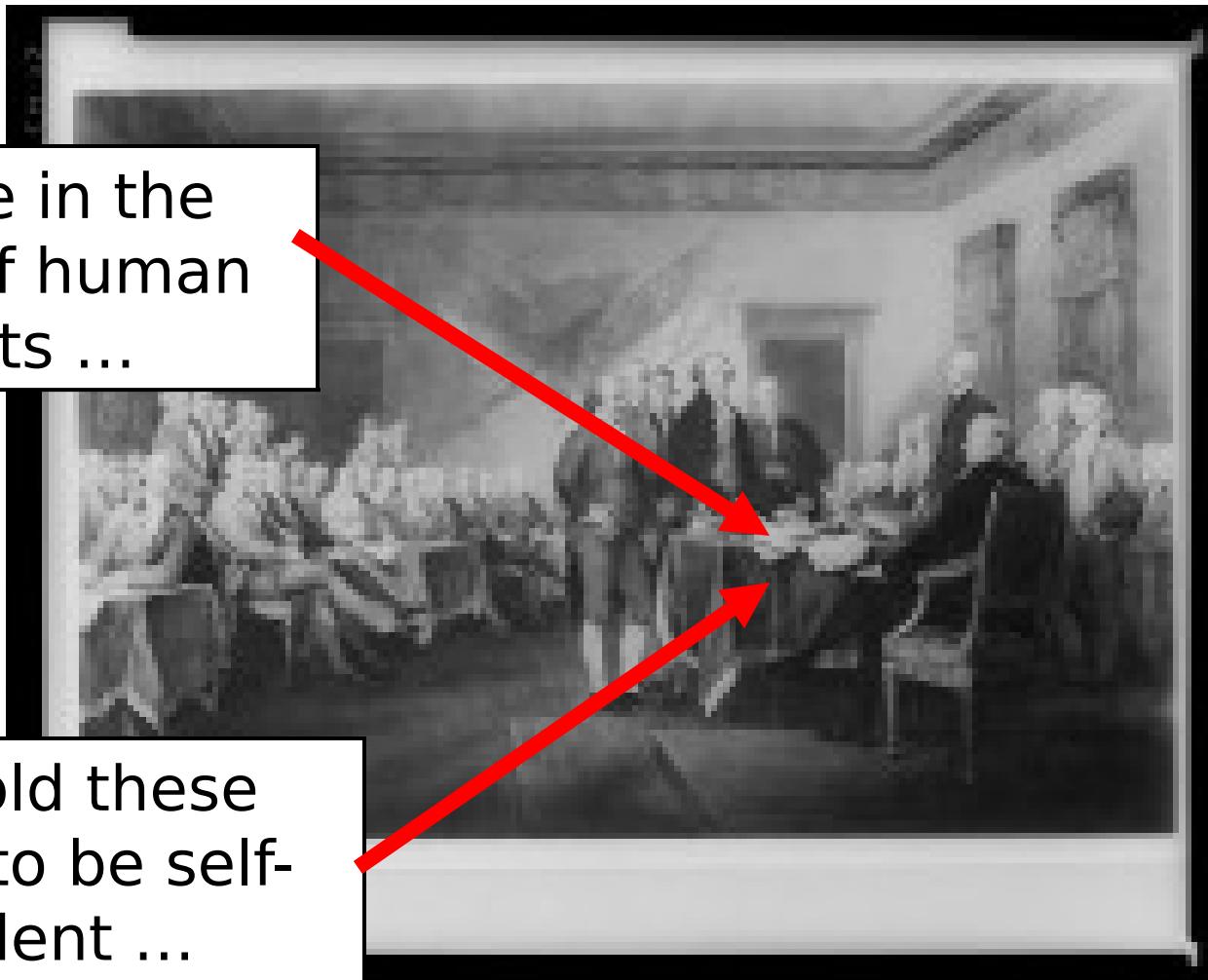
The problem is obvious:



Declaration of Independence

Whence in the course of human events ...

We hold these truths to be self-evident ...





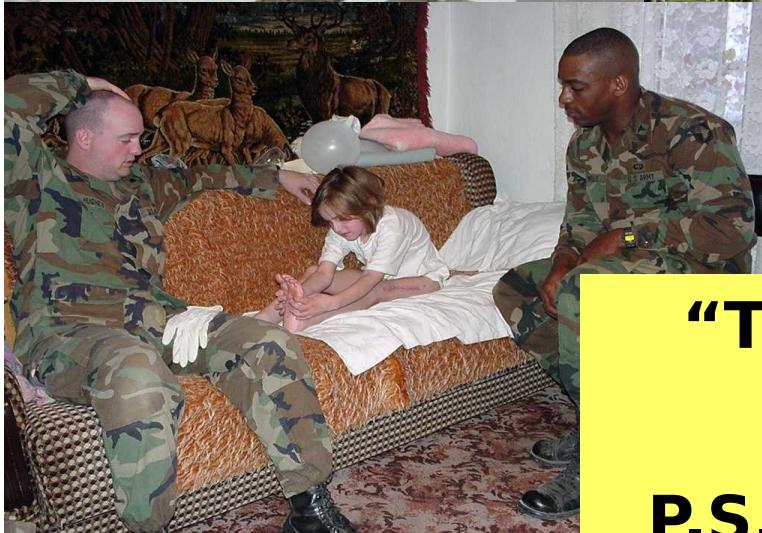
Situational Ethics in Real Time

“We have a choice - to change the way we live, which is unacceptable, or to change the way that they live. We choose to do the latter.”

Secretary of Defense Donald Rumsfeld, 18 Sept 2001



Contextual Ethics in Real Time

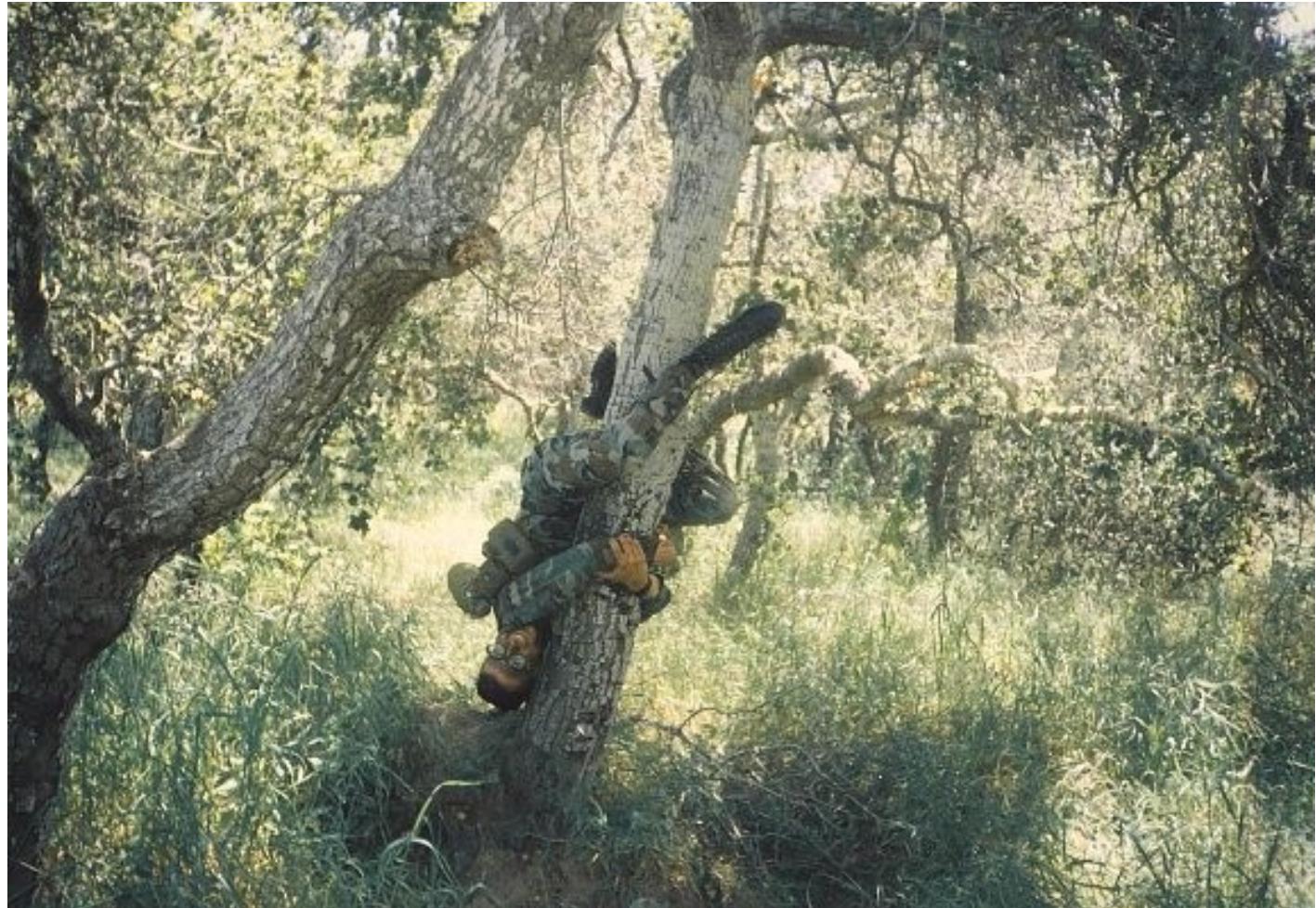


**“The Enemy Has a
Vote.”**

P.S. (So do civilians)



Ethical Navigation





Conflict in Ethical Systems

What is:

Deontology Required?

Appropriate?

Teleology

Situation Correct?

Acceptable?

Character

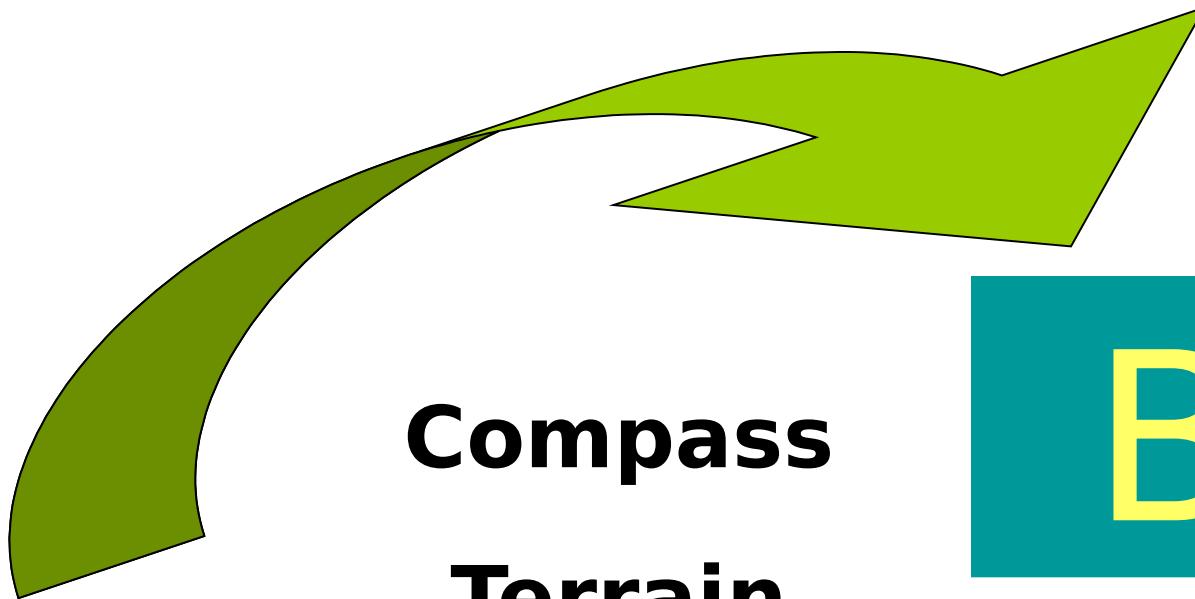


Army Ethical Decision Process (AEDP)

- Define the Problem
- Know the Rules
- Develop and evaluate courses of action
- Choose the best course of action
- Act



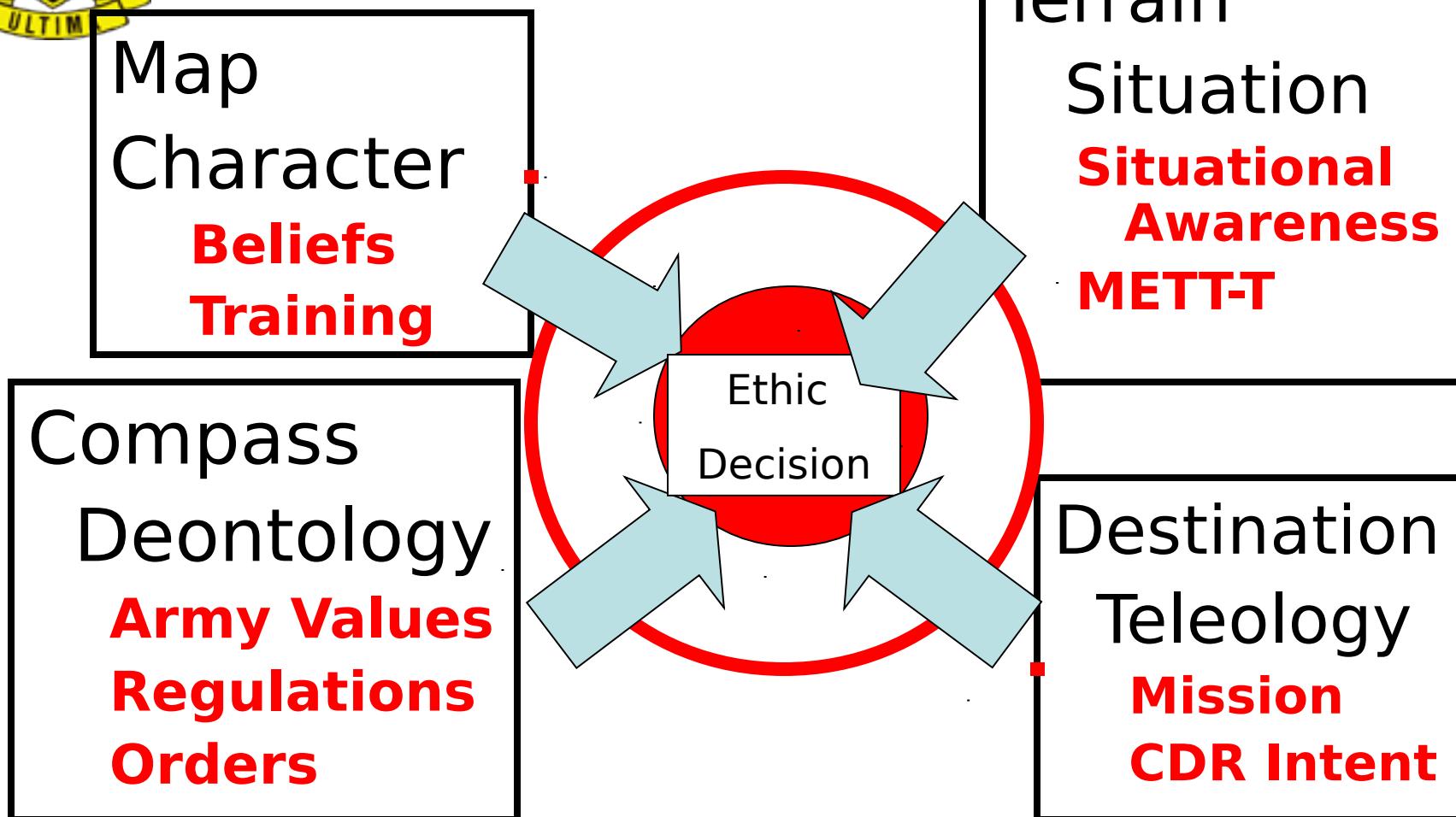
Land Navigation Model of Ethical Process



Compass
Terrain
Destination
Map



Land Navigation Ethics





Land Navigation Ethics in Real Time





Kosovo 2000





Command Climate and
Guidance

**Go Hard or Go
Home!**



Command Climate and Guidance

**This is a volunteer force,
and soldiers volunteer to
meet our standards. If
they should fail to meet our
standards, we should thank
them for trying, and send
them home.**



Army Ethical Decision Process (AEDP)

- Define the Problem
- Know the Rules
- Develop and evaluate courses of action
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- Act



What are the Issues?

Company

Don't let soldier "get over" – Take Care of him and his family

1SG

Unwilling Soldier – motivate for duty

Div Psychiatrist

Personality Disorder – Can't Treat, Hold him accountable, or Discharge.

Battalion Commander

Retrain and allow soldier to complete deployment – money for family

Soldier

Send Me Home – I'm Losing It!

Spouse

Re-enlist

CSM

Make Him soldier – he's done it in the past

Chaplain

Send him home for Treatment and/or Discharge



What are the Ethical Systems?

- Deontology (Compass)
- Teleology (Destination)
- Situation (Terrain)
- Character (Person on the Course)



Deontology/Compass

- 1. Command Concern for Soldier, Unit, and Family**
- 2. Medical Procedure**
- 3. Regulations - Counseling, UCMJ.**
- 4. Army Standards**
- 5. Human Life**





Teleology/Destination



- 1. Commander's Decision - Family Driven, Security & Future for soldier. Unit Accountability.**
- 2. NCO's Advice - Soldier/Unit Driven - enforce the standard.**
- 3. Chaplain's Advice - Unit driven, Cut Loses**
- 4. Doc's Advice - Soldier driven, What is he capable of?**
- 5. Soldier's desire - Get me out of here! Cry for Help?**



Situation/Terrain



- 1. Deployed Unit**
- 2. Unit Pride**
- 3. Family Concerns**
- 4. MOS - Job**
- 5. Diagnosis-
Treatment**





Character Ethics



- 1. Soldier's Condition**
- 2. Personal Criteria**
 - What does it mean to soldier?**
- 3. What does it mean to lead?**
- 4. Unit Loyalty?**

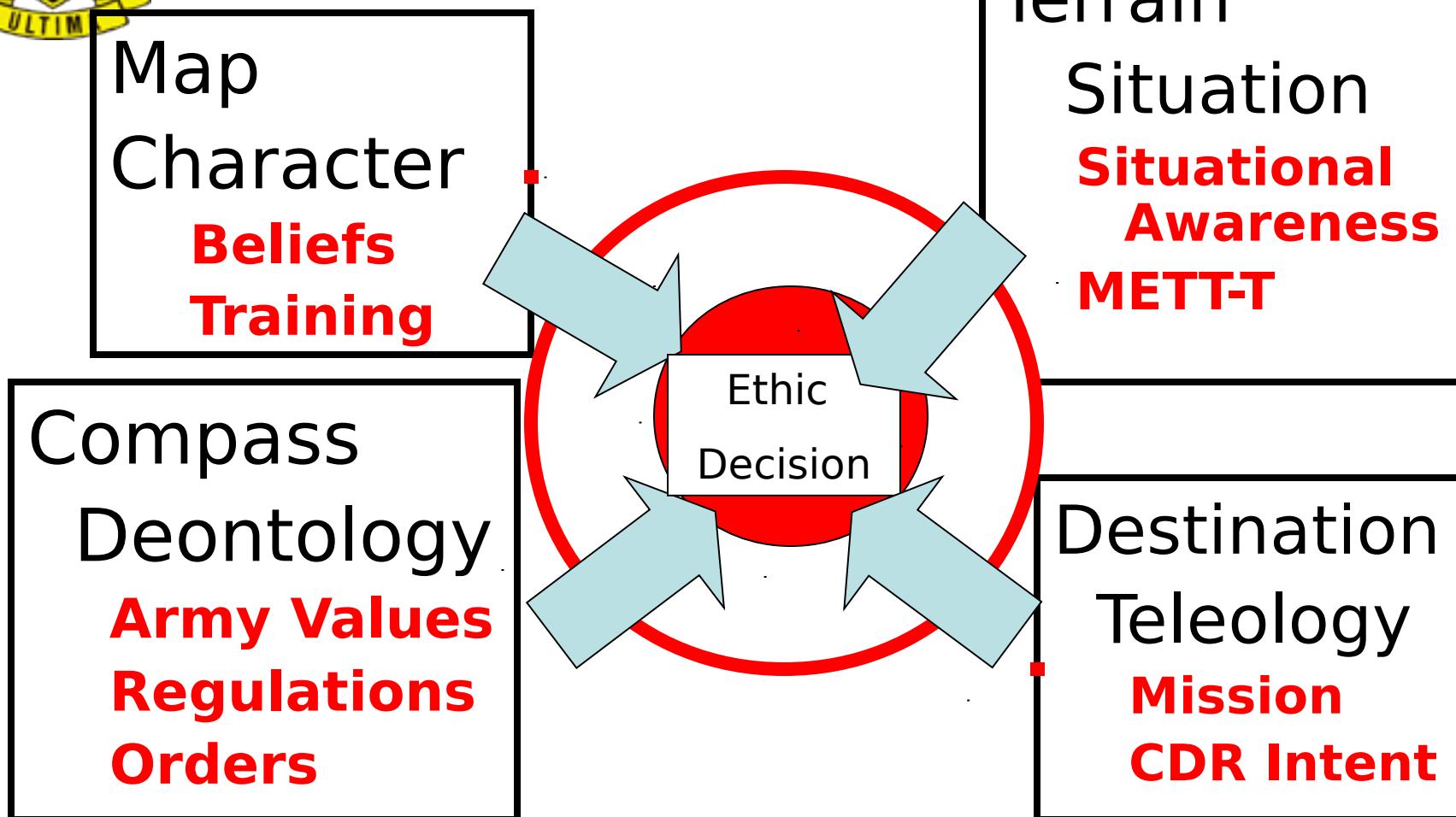


Modified Army Ethical Decision Process (AEDP)

- **Define the Problem**
- **Ask the following Questions:**
 - **What are the rules/principles?**
 - **What is the destination (endstate/consequences)?**
 - **What is the situation/terrain - what's going on/who is affected - what are the effects?**
 - **What does my conscience tell me?**
- **Develop and evaluate courses of action**
- **Align courses of action**
- **Act**



Land Navigation Ethics





Land Nav Ethics in Real Time





Summary

As a leader you are responsible for the actions of your unit, and this includes the ethical standards and processes used to soldier.



Remember ...

**Ethics is about
your:**

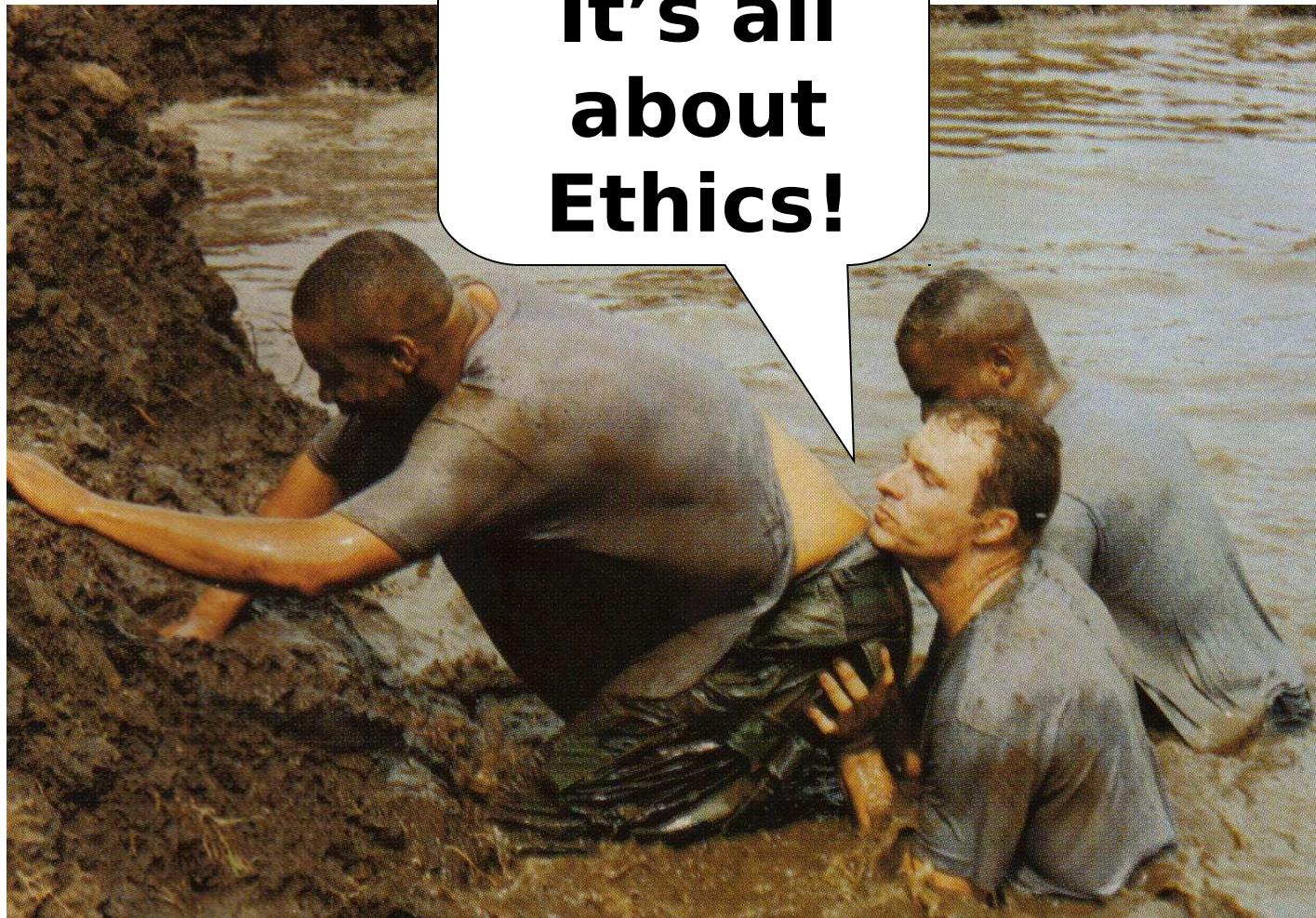
- 1. Direction**
- 2. Destination**
- 3. Situation**
- 4. Character**





Remember ...

**It's all
about
Ethics!**





Questions?